

Purpose of the PEP

Results

- o Overall Score (27 Evaluations) = 3.20
- o Highest Score - Team Work/Relationship and Collaboration/Cooperation at 3.33.
 - “These meetings have gotten less confrontational and people are less defensive – better dialog.”
- o Lowest Score – Communication/Departmental Relations at 3.00.
 - “Need more involvement across disciplines.”

Significant Comments

- o Take Action
 - “Subgroups not meeting between ESLT meetings. Subgroups not communicating with other subgroups about overlapping issues.”
 - “Some open, honest communication was stifled with comments and feedbacks from leaders.”
 - “Form Training/Education Sub-Committee.”
 - OES is developing new policies (e.g. asbestos) and setting them 1) without District input and 2) never sending information to the DEC’s. How can DEC make sure district complies when OES makes unilateral decisions and doesn’t share?
 - “Information is never communicated.”
- o Provide Recognition
 - “I would like a response directly from SEO on how ESLT is proceeding.”
 - “Excellent Servant Leadership by Lisa – Recognize Lisa”
- o Other
 - “People are being very honest about fears, own “agendas.”
 - “Need more involvement across disciplines.”
 - “Still some resistance or lack of an understanding of with whom to communicate. Some emails and information for comment seems to be selectively sent out.”
 - “Consistency is still and on going issue. Some consistency is occurring.”
- o Positive
 - “This team is building great relationships. They are seeking to understand and find common benefits.”
 - “I enjoyed the face to face discussion.”
 - “Great focus on education this meeting.”
 - “Lisa did a good job presenting various aspects of Servant Leadership – Thanks!”

Partnership: (ESLT) Environmental Services Leadership Team

Partnership: ESLT - Environmental Services Leadership Team

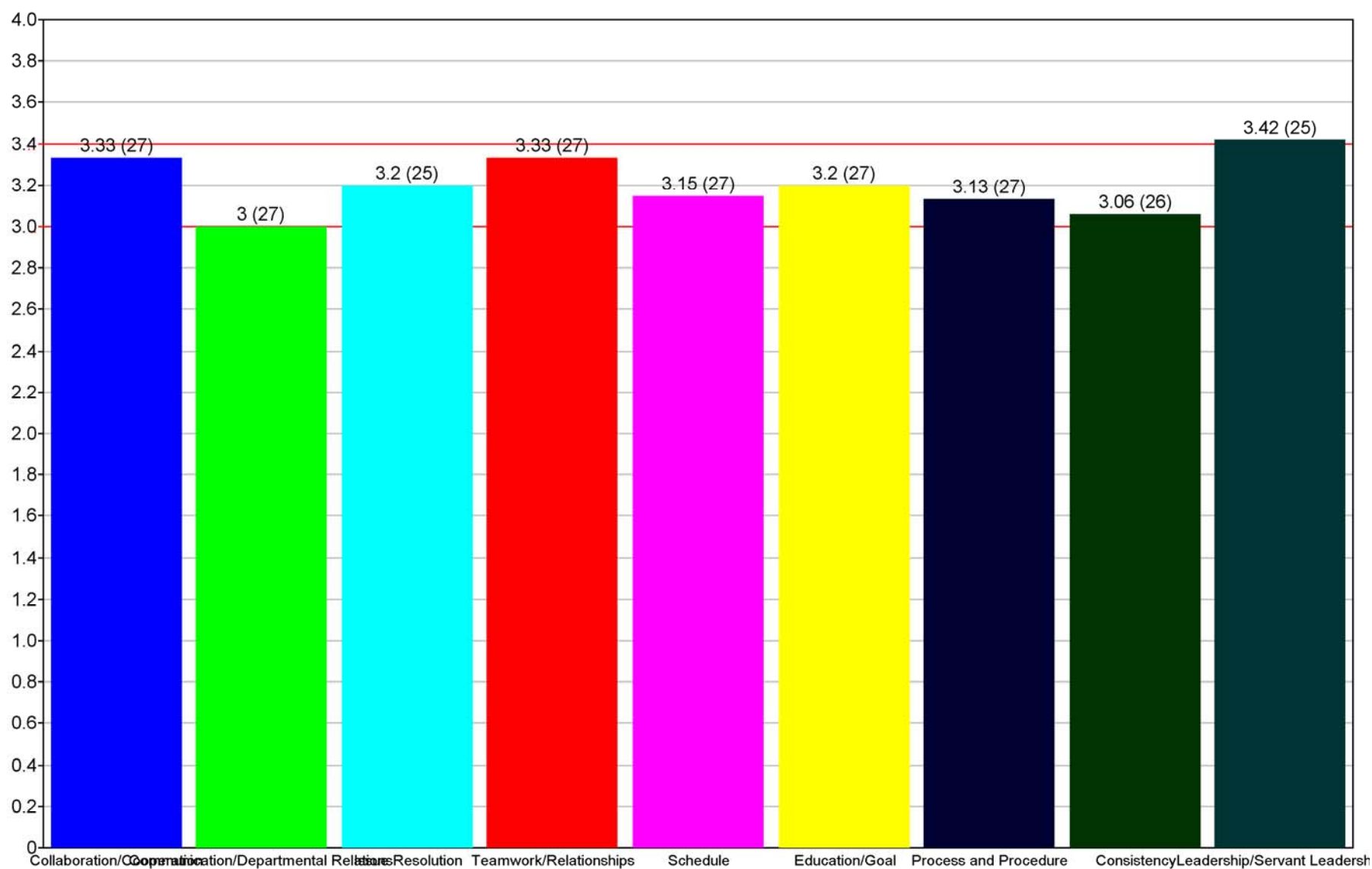
Evaluator Type	Period	Type	Comment	Eval Type	Eval
NR	11/2008	TA	Subgroups not meeting between ESLT meetings. Subgroups not communicating with other subgroups about overlapping issues.	Collaboration/Cooperation	2.00
NR	11/2008		These mtgs have gotten less confrontational and people are less defensive - better dialog.	Collaboration/Cooperation	3.50
NR	11/2008		All doing a great job - except one that I can tell.	Collaboration/Cooperation	3.50
DEC	11/2008		Not sharing information equally DEC/DEC and EPG/EPG	Collaboration/Cooperation	2.00
DEC	11/2008	TA	Some open, honest communication was stifled with comments and feedback from leaders.	Collaboration/Cooperation	2.50
OES Headquarters Staff	11/2008		The team continues to get.	Collaboration/Cooperation	3.50
OES Headquarters Staff	11/2008		Not a 100% but much better.	Collaboration/Cooperation	4.00
FHWA	11/2008		Getting better.	Collaboration/Cooperation	3.00
District	11/2008		People are being very honest about fears, own "agendas"	Collaboration/Cooperation	3.50
District	11/2008		This team is building great relationships. They are seeking to understand and find common benefits.	Collaboration/Cooperation	3.50
EPG	11/2008		Glad to see DEC's were able to meet as a "group" aside from ESLT, (after escalation to State Engineer).	Communication/Departmental Relations	3.00
NR	11/2008		Getting much better at least during meeting on 11/3/08. Watch schedule. Stay on schedule.	Communication/Departmental Relations	4.00
NR	11/2008	TA	Subgroups not communicating with other subgroups about overlapping issues.	Communication/Departmental Relations	2.00
NR	11/2008		I enjoyed the face-to-face discussion.	Communication/Departmental Relations	3.00
NR	11/2008		Communication has improved.	Communication/Departmental Relations	3.50
NR	11/2008	PR	I would like a response directly from SEO on how ESLT is proceeding.	Communication/Departmental Relations	3.00
DEC	11/2008		Not clear on this one. No formal update on SEO from Todd.	Communication/Departmental Relations	2.50
DEC	11/2008		Need more involvement across disciplines.	Communication/Departmental Relations	3.00
DEC	11/2008	TA	OES is developing new policies (e.g. asbestos) and setting them 1) without district input and 2) never sending information to the DEC's. How can DEC make sure district complies when OES makes unilateral decisions and doesn't share?	Communication/Departmental Relations	1.50
DEC	11/2008	TA	Information is never communicated.	Communication/Departmental Relations	0.50
OES Headquarters Staff	11/2008		Communication was better.	Communication/Departmental Relations	3.00
OES Headquarters Staff	11/2008		Still some resistance or lack of an understanding of with whom to communicate. Some emails and information for comment seems to be selectively sent out.	Communication/Departmental Relations	3.00
District	11/2008		Good use of technology - Conference Calls	Communication/Departmental Relations	3.50
District	11/2008		Communication lines are open via Todd's presence.	Communication/Departmental Relations	3.00
NR	11/2008		Previous issues are addressed at the next meeting.	Issue Resolution	3.50
NR	11/2008		Still have issues but were working towards finding common ground/direction.	Issue Resolution	3.50
OES Headquarters Staff	11/2008		Good issues being brought up.	Issue Resolution	3.50
FHWA	11/2008		Still an ongoing process.	Issue Resolution	3.00
District	11/2008		Working on too many issues - Diffuses our efforts.	Issue Resolution	3.00
District	11/2008		This is falling in to place.	Issue Resolution	3.00
District	11/2008		We had some good discussion, especially on mitigation - need to keep those going.	Issue Resolution	3.00
NR	11/2008		Subgroups not meeting between ESLT meetings.	Teamwork/Relationships	2.50
NR	11/2008		Subteams need to meet! All subteam members need to participate in meetings!	Teamwork/Relationships	2.50
NR	11/2008		All but one DEC.	Teamwork/Relationships	3.50

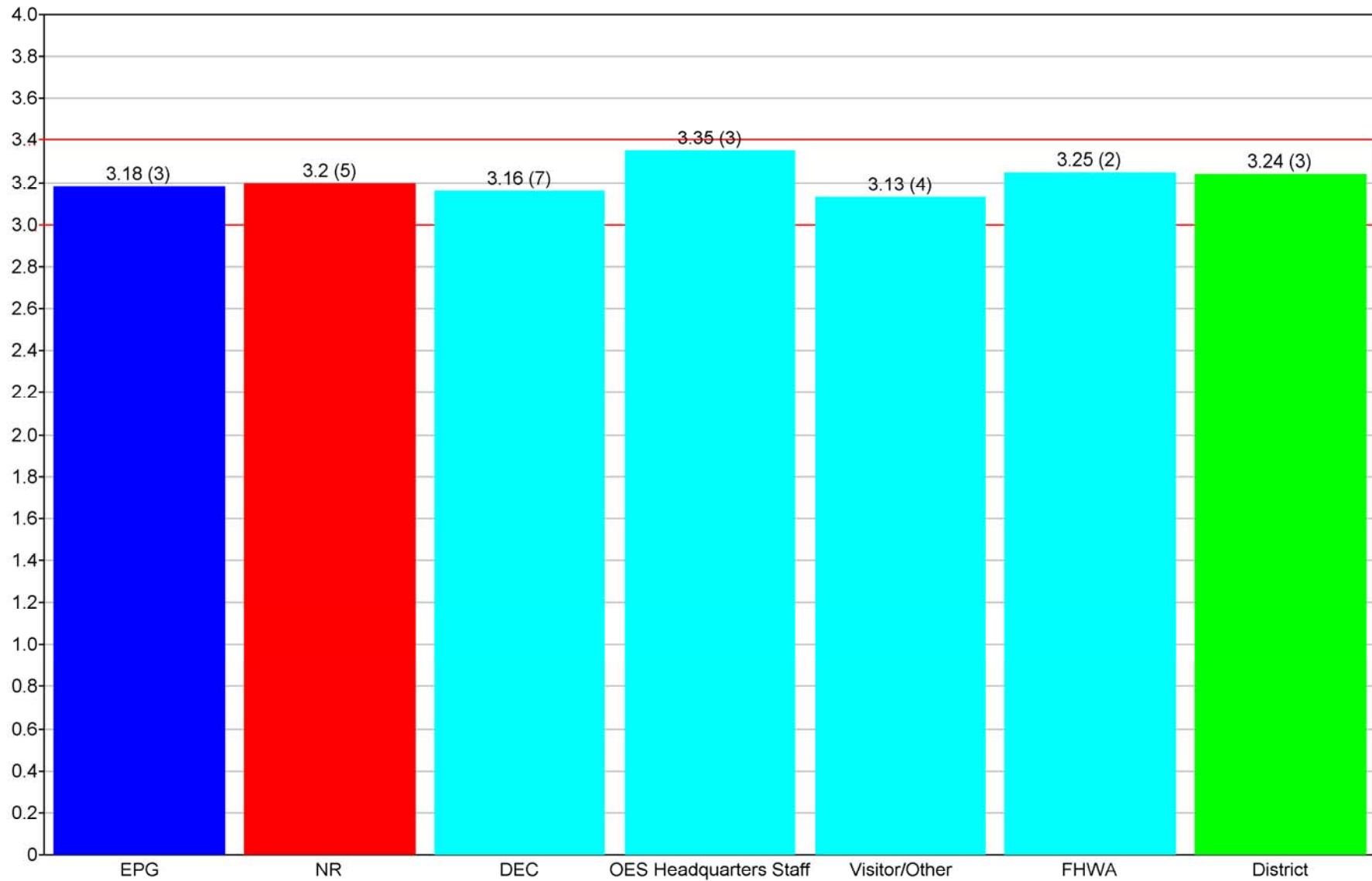
DEC	11/2008	TA	Negative feedback to open honest communication stifles further discussion. Blackberry use during meeting is neither respectful, team attitude or focus.	Teamwork/Relationships	2.00
OES Headquarters Staff	11/2008		DECs need to be more inclusive in their subgroup meetings. Include all environmental coordinators (ie. Materials - Leigh) ESLT group working well.	Teamwork/Relationships	3.00
OES Headquarters Staff	11/2008		Better relationships are being formed in some areas but are forgotten in others.	Teamwork/Relationships	3.50
District	11/2008		Mutual trust is building.	Teamwork/Relationships	3.50
NR	11/2008		Stay on schedule. Be more assertive.	Schedule	3.50
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NR	11/2008		Better at adhering to schedule, start on time.	Schedule	3.50
NR	11/2008		Knowledge being shared - some - thing being continued - opportunities brought to everyones attention.	Schedule	3.50
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District	11/2008		Need more efforts on Action Teams.	Schedule	3.00
District	11/2008		Teams appear to be working hard to satisfy their deliverables.	Schedule	3.00
NR	11/2008		Good now but could be better. Like the idea that ESLT identifies and develops environmental training.	Education/Goal	3.00
NR	11/2008		Great focus on education this meeting.	Education/Goal	3.00
DEC	11/2008		Need more work on this. Portals/Access Info to maps. All else good.	Education/Goal	3.00
DEC	11/2008		Need more.	Education/Goal	2.50
DEC	11/2008		Need to move forward on list of topics to share.	Education/Goal	2.50
OES Headquarters Staff	11/2008		Education subteam a great idea.	Education/Goal	3.00
OES Headquarters Staff	11/2008		The inclusion of LeRoy Brady to talk about seeding was useful to many members of this team. This was evident by prior issues.	Education/Goal	4.00
FHWA	11/2008	TA	Form Training/Education Sub-Committee	Education/Goal	4.00
District	11/2008		Piecemeal - We need one-time organized effort.	Education/Goal	2.50
District	11/2008		Knowledge is willingly shared.	Education/Goal	3.50
NR	11/2008		Many times we re-invent things that have already been done. Find out if someone else is working on it before you take on the project.	Process and Procedure	2.50
NR	11/2008		More work to be done, but just beginning.	Process and Procedure	2.50
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PEP Goals By Partnership - (ESLT) Environmental Services Leadership Team**Data Is Based Upon 27 Evaluations (Nov 2008 - Nov 2008)**

PEP Ratings By Partnership - (ESLT) Environmental Services Leadership Team

Data Is Based Upon 27 Evaluations (Nov 2008 - Nov 2008)

PEP Flags By Partnership - (ESLT) Environmental Services Leadership Team
(Nov 2008 - Nov 2008)

Partnership	Period	EPG Evals	EPG Avg	NR Evals	NR Avg	Dist Evals	Dist Avg	Deve Evals	Deve Avg	FHWA Evals	FHWA Avg	DEC Evals	DEC Avg	OES Evals	OES H Avg	Visi Evals	Visit Avg	Evals	Avg	Evals	Avg	Proj Avg	High Eval	Low Eval	Rate
ESLT Environmental Services Leadership Team	11/2008	3	3.19	5	3.19	3	3.24			2	3.26	7	3.16	3	3.35	4	3.13					3.20	4.00	0.50	

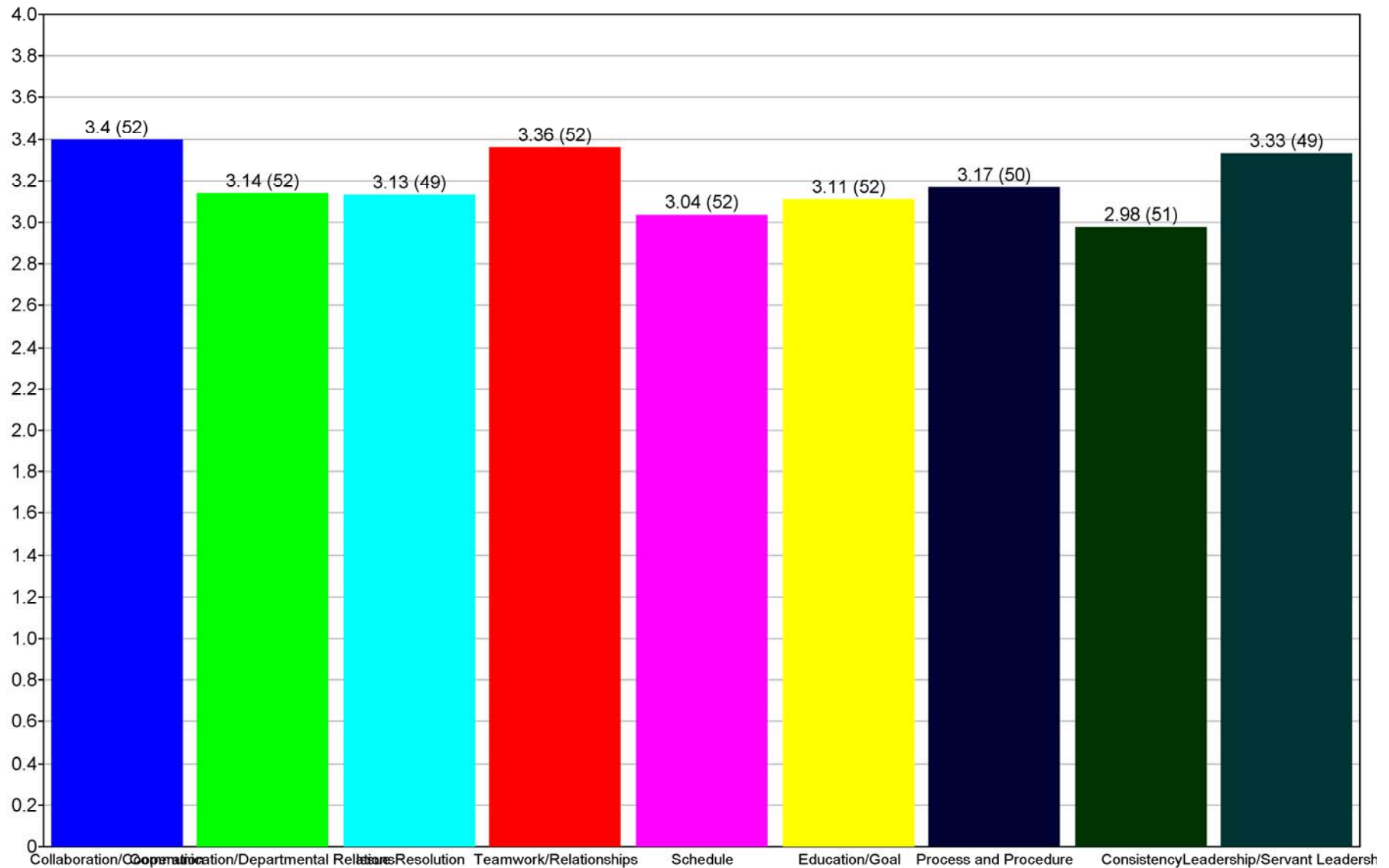
Partnership Flags Report Represents The Standard Five Goals

Partnership Needs Help Criteria

- a) Ratings Fall Below 3.0 Per Team For 2+ Months. (PEP Software Capability)
- b) Negative Comments (Partnership Leader Review)
- c) Low Stakeholder Participation (Partnership Leader Review)

Partnership Excelling Criteria

- a) Ratings Are Above 3.4 Per Team for 2+ Months. (PEP Software Capability)
- b) Neutral or Provide Recognition Comments (Partnership Leader Review)
- c) Good Stakeholder Participation (Partnership Leader Review)

PEP Goals By Partnership - (ESLT) Environmental Services Leadership Team**Data Is Based Upon 52 Evaluations (Sep 2008 - Nov 2008)**

PEP Flags By Partnership - (ESLT) Environmental Services Leadership Team
(Sep 2008 - Nov 2008)

Partnership	Period	EPG Evals	EPG Avg	NR Evals	NR Avg	Dist Evals	Dist Avg	Deve Evals	Deve Avg	FHWA Evals	FHWA Avg	DEC Evals	DEC Avg	OES Evals	OES H Avg	Visi Evals	Visit Avg	Evals	Avg	Evals	Avg	Proj Avg	High Eval	Low Eval	Rate
ESLT	9/2008	3	3.08	4	3.14	3	3.31			1	3.00	5	3.30	3	3.04	6	3.12					3.17	4.00	1.00	
Environmental Services Leadership Team	11/2008	3	3.19	5	3.19	3	3.24			2	3.26	7	3.16	3	3.35	4	3.13					3.20	4.00	0.50	

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